University Of Jordan

MANAGEMENT

Chapter 1 :

The managemant process

Done by :

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Good luck ♥

بيكسلز

بسم الله .. ♡8 أوقدع روانة وبلش ..

Subject　　　　Date　　　　No.

- Chapter 1: The management process.

* Talent (موهبة): People and their talents what they Know, what they learn, and what they achive are the crucial foundations for organizational performance.

* Intellectual capital: is the collective brainpower or shared knowledge of a workforce.

* Characteristic (خصائص) of intellectual capital:-
- Strategic asset that organization
- use to transform human creativity, insight, and decision making into performance.
- Personal asset for individual.
- Pakage of intellect, sikills and capabilities.

* Intellectual capital equation (المعادلة):-
intellectual capital = Competency X Commitment
• Competency (كفاءة) represent → talent or job related capabilities.
• Commitment (التزام) represent → how you work to apply you talents and capabilities to important tasks.

* Knowledge worker (العاملين ذوي المعرفة): Someone whose mind is acritical assets to employers.

NOTEBOOK

Subject   Date   No.

مهم * Danial Pink says → "conceptual age" whole mind have them will be both :

high concept → creative and good with ideas

high touch → joyful and good with relationship.

مهم * Gray Hamel talks about → "creative economy".

- Where even knowledge itself is becoming a commodity.

- the most important differentiator will be how fast you can creat something new.

التكنولوجيا * Tech IQ : ability to use technology and to stay update as technology continues to evolve.

"Tech IQ is indispensable".

* Importance of Tech IQ :-

1- Checking inventory
2- making a sale
3- ordering suppliers
4- sourcing customers
5- prioritizing accounts
6- handling payrolls
7- recruiting new hires
8- analayzing customer.

Subject Date No.

* More and more people spend at :-
- telecomuting التواصل عن بعد
- working from home.
- mobile offices
→ work places are full of virtual teams

* Virtual teams : members who meet, access common databases, share information and files, make plans, decision, solve problem together, complete takses without ever meeting face to face.

* Globalization : worldwide interdependence of resource flows, product markets, and business competition

* job migration : occurs when firms shift jobs from a home country to foregin ones.
* side of job migration "Reshoring"
- Reshoring : when firms move jobs back home from foregin location.

* Ethics : set moral standards of what is "good" and "right" in one's behavior.
* Herb Baum in his book "Transparent leader" : integrity is a key to leadership success and that the responsibility for setting an organization ethical.

NOTEBOOK

مراقبة * Corporate governence : active oversight & management decision and performance by a company board of directors.

* Ethics in organization emphasis :-
① integrity ② social responsibility ③ sustainability.

تنوع * Diversity : worker differences in terms of gender, race, age, ethnicity, religion, sexual orination & able bodiedness.

اساساتها * The stages for diversity bias is set by:
① Prejudice : display of negatives irrational attitudes toward member of diverse populations.
• for example : the lingering prejudice againt working mothers.
② Discrimination : actively denies minotry members the full benefits and organizational memperships.
• for example : a manager inventing reasons not to interview a minority job candidate.

* glass Celling effect : invisible barrier limiting career advancement of women and minorities.

* Careers and conections : Types of careers :-
① Shamrock organization : operats with a core group of full time long term workers supported by others who work on contracts and part time.

② Free agent economy : change job more often and many work contracts.
③ Self management : understand oneself, exercise intivate, accept responsability, learn from experience.

*Social networking: use of dedicted websites and application to connect people having similar intrest.

مجموعة من الناس يتعاونون نحو تحقيق مصالح مشتركة

مؤسسة *organization: collection of people working together to achieve a common purpose.

Note: *3 basic elements:

1) people < manager. / employees.

2) Purpose / a clear sense of purpose:

جودة المنتج للعملاء والزبون - quality products to customer and client.
رضا العملاء - Customer satisfaction
مسؤولية اجتماعية - Social responsability.

هدف Purpose → mision of organization.
رؤية vission ↳ dream of organization.

3) structure. هيكل تنظيمي

* Orgaizations as system:
• Modern organization → open system.
• old / taraditional organization → close system.

*Figure page 8

The environment supplies

Resource Inputs
People
Money
Materials
Technology
Information

The organization creates value

Work activities turn resources into outputs
Transformation process

The environment consumes

Product outputs
Finished goods and services

Consumer feedback

Data → ... → information

تغذية راجعة (ملاحظات)

*Open System:- transforms resource inputs from the environment into product outputs.

وماريدلها كاسة شاي..
ولاشو ؟ إن

الانتاجية كمي نوعي

*Productivity: quantity and quality with resorces utillization considered. (efficincy). مع الموارد المستهلكة

فعالية الاداء (6) *Performance effectiveness: outputs measure of task or goal accomplishment. قياس المخرجات

*Figure page 9: - goals achieved.

وجود الهدف (goals) يعني أنه فعال (effective) وتقييمها (high - low)
وعدم وجود الإهدار بالموارد (resources wasted) يعني أنه كفء (efficient)
وتقييمها (poor - good)

(high) في هدف (Poor) مافي موارد	1	Goals achieved Resources wasted	⇒ Effective but not efficient
(high) في هدف (good) في موارد	2	Goals achieved No wasted resorces.	⇒ Effective and efficient.
(low) مافي هدف (Poor) مافي موارد	3	Goals not achieved Resourrces wasted	⇒ Neither effective nor efficient
(low) مافي هدف (good) في موارد	4	Goals not achieved No wasted resources	⇒ Not effective but efficient.

*What changing nature of organization?

The organization trends an transitions:

1. Foucs on valuing human capital <knowledge, experience, commitment>
2. Demise of command and control <traditional top-down>. زوال
3. Emphasis on team work. <more horizontal, driven by teams> تأكيد
4. Importance of networking. <communication, coordination>.
5. Preeminence of technology <information technology continually>. تفوق
6. New work force expections. <New generation> توقعات جديدة للقوى العاملة
7. Concern for sustainability <Preservation of natural resources for future generation>. اولويات الاستدامة — الحفاظ على الموارد الطبيعية للأجيال القادمة

Five Apple

*Performance efficiency: measure of resorces cost with goal accomplishment

*Manager: person who supports activaties and responsible for the work of others.

*Board of directors: organization's run right
• whose member are elected by: (stockholders).
*Board of trustees: elected by (local citizens).
→ are supposed to make sure an organization is run right.

*Levels of Managers

[1] Top managers: as whole or of one it's major parts.
• Roles of top manager:
a) set stratgy and lead
b) special attention.
c) alert to long run problems and opportunities.
d) strategic thinkers (best manager).
→ make good decision under highly competitive and even uncertain conditions.

[2] Middle managers: work of larg department or division.
• importance of middle managers:
a) work with top managers.
b) Support lower levels to develop.
c) Pursue action plan that implement.
• Examples:
clinic in hospital - division managers - regional sales managers.

لبعض الغير اداريين "العاملين"
تقاريره للمدير الاوسط

* Team leaders : ~~report to middle manager and~~ supervise non-managerial workers, considered a first line manager.

* For example

- head of an academic department in a University. أكاديمية بجامعة

* Figure page 11

نموذج أعمال ربحي	نموذج أعمال غير ربحي
Typical Business (profit)	Typcial Nonprofit
• Board of directors مجلس الادارة	• Board of trustees مجلس الأمناء

Top managers

- Chief executive officer (CEO) رئيس تنفيذي — Executive director مدير تنفيذي
- President رئيس — President administration رئيس عام
- Vice president نائب رئيس

middle managers

- Division Manager مدير قسم
- Regional manager مدير اقليمي
- Plant manager مدير مصنع — Branch manager مدير فرع

First-line managers

- Department head رئيس قسم
- Supervisor مشرف
- Team leader رئيس فريق

Managerial workers

Five Apple

*Types of manager :- ← "مهمين"

- line manager: directly contribute to producing the organization goods or service.
- staff manager: use special technical expertise to advise and support line workers.
- Functional manager: responsible for one area, such as finance, markiting, production, personal, accounting, sales.
- General manager: responsible for complex, multifunctional.
- Administrator: manager public or nonprofit organization

* Managerial performance:

مساءلة 1) Accountability: is the requirements to show performance results to a supervisor.

2) Corporate governance.

* effective manager: high performance and satisfactions work.

* quality of work life: the overall quality of human experinces in the work place.

*Upside-down pyramid: view of organization shows customers at the top being served by workers who are supported by managers.

- The upside-down to serving customers and that the job manager is to support the workers who make the possible

باختصار أننا قلبنا الهرم الأساسي الاداري فأصبح العميل أهم الهرم ومن ثم المؤسسة.

* look at figure page 13

العمليات الادارية
لكل عملية شابتر كامل
رح نا خدها لقدام
ان شاء الله !!

*Management process:

planning - organizing - leading - Controling , use of resources to accomplish performance.

- ضبط الأهداف Planning → setting objectives, goals
- تخصيص المهام وتوزيعها Organizing → assigning tasks, allocating resources.
- الإلهام Leading → enthusiasm and inspiring effort
- قياس الأداء واتخاذ الإجراءات التصحيحية Controling → of measuring performance and taking action to ensure desired results.

*look at figure page 14

*Henry. Mintzberg → his book "The natur of meagerial work".

الأدوار الإدارية *Managerial Roles:
- Decisional roles.
- Informational roles.
- Interpersonal roles.

دور معلوماتي (1) Informational roles: involve the giving, receiving and analyzing of information. إعطاء واستلام وتحليل البيانات.

- example / How manager exchanges and processes information?

a) Monitor: Scanning for information — تحقيق وتوصيل المعلومات (مسح ضوئي)
b) Disseminator: sharing information. نشر المعلومات.
c) spoke person: acting as official communicat. متحدث رسمي — ممثل للتواصل الرسمي.

دور إنساني (2) Interpersonal roles: involve interactions with people insid and out side. تفاعل خارجي وداخلي مع الناس.

- example / How manager interacts with other people?

a) Figurehead: modeling and setting forth key principles and policies. ممثل للمنظمة — وضع النماذج والمبادئ الرئيسية والسياسات
b) leader: Providing direction and instilling enthusiasm قيادي — حماس
c) Lision: Coordinating with others. حلقة وصل — تنسيق

دور قراري 3) Decisional roles → involve using information to make decisions to solve problems or address opportunities لمواجهة فرص

• example / How manager uses information in decision making?

معالج الاضطرابات a) Disturbance handler: dealing with problems and conflicts. التعامل مع المشكلات والصراعات

ريادة b) Entrepreneur: developing new initiaves مبادرات تطوير

توزيع الموارد c) Resource allocator: handling budgets and distributing resources. التعامل مع الميزانيات وتوزيع الموارد

مفاوض d) Negotiator: making deals and forging agreements. عمل صفقات واتفاقات

تطوير أولويات العمل للأهداف

* Agenda Setting: develops action priorities for goals accomplishing goals and plans. انجاز

Formal • Networking: Positive relationships with people can help advance agendas

رأس مال اجتماعي

Informal • Social Capital: to get things done with the support and help of others. انجاز الامور تنبع من مساعدة من الاخرين

* Good manager → make agendas by networking.

* learning: Change in behavior that result from experince. تغير في السلوك من خلال الخبرة

مدى الحياة * life long learning: daily experinces. خبرات يومية

القدرة على تفهم نتائج الحدث ضمن الاحداث .

* Skills : in ability to translate knowledge into action that results in desired performance.

* Types of skills : [Managerial skills].

[1] Technical skill : use expertise to perform task. (الخبرة)

مهارات تقنية

• For example of technical skills :

Accounts / engineers / market / financial planners.

مهارات شخصية

مهارات بشرية [2] Human skill : interpersonal skills, cooperation with other.

[3] Conceptual skill : analytically "critical thinking". التفكير الناقد .

مهارات مفاهيمية Solve complex problem. مشاكل

* Danial Golmen ⇒ emotional intelligence الذكاء العاطفي .

ability to a manage ourselves and our relationships effectively. ادارة الذات والعلاقات بشكل فعال

※ Robert L. Katz make the managerial skills

* Figure page 18 - Katz's essential managerial.

Lower-level managers	Middle-level managers	Top level manager
Technical skills	Technical skills	Technical skills
Human skills	Human skills	Human skills
conceptual skills	conceptual skills	conceptual skills

توضح : أن احتياجات كل قسم من أقسام الادارة لكل نوع من أنواع المهارات

فالمربع الأصغر عند مستوى معين يدل على عدم الحاجة لهما بشكل كلي

أما الأوسط فيدل على أنه يحتاجه بنسبة الوسط وهنا نشير إلى "Human skills"

أما الأكبر فيدل على الحاجة الأكثر لهذه المهارة

done by : lujain jubran...

only me...

SELF-TEST 1

Multiple-Choice Questions

1. The process of management involves the functions of planning, __________, leading, and controlling.
   (a) accounting
   (b) creating
   (c) innovating
   (d) organizing

2. An effective manager achieves both high-performance results and high levels of __________ among people doing the required work.
   (a) turnover
   (b) effectiveness
   (c) satisfaction
   (d) stress

3. Performance efficiency is a measure of the __________ associated with task accomplishment.
   (a) resource costs
   (b) goal specificity
   (c) product quality
   (d) product quantity

4. The requirement that a manager answer to a higher-level boss for performance results achieved by a work team is called __________.
   (a) dependency
   (b) accountability
   (c) authority
   (d) empowerment

5. Productivity is a measure of the quantity and __________ of work produced, relative to the cost of inputs.
   (a) quality (c) timeliness
   (b) cost (d) value

6. __________ managers pay special attention to the external environment, looking for problems and opportunities and finding ways for the organization to best deal with them.
   (a) Top (c) Lower
   (b) Middle (d) First-line

7. The accounting manager for a local newspaper would be considered a ________ manager, whereas the editorial director for sports would be considered a __________ manager.
   (a) general, functional
   (b) middle, top
   (c) staff, line
   (d) senior, junior

8. When a team leader clarifies desired work targets and deadlines for members of a work team, he or she is fulfilling the management function of __________.
   (a) planning
   (b) delegating
   (c) controlling
   (d) supervising

9. The process of building and maintaining good relationships with others who may help implement a manager's work agendas is called __________.
   (a) governance
   (b) networking
   (c) authority
   (d) entrepreneurship

10. In Katz's framework, top managers tend to rely more on their __________ skills than do first-line managers.
    (a) human
    (b) conceptual
    (c) decision-making
    (d) technical

11. The research of Mintzberg and others concludes that managers __________.
    (a) work at a leisurely pace
    (b) have blocks of private time for planning
    (c) are never free from the pressures of performance responsibility
    (d) have the advantages of flexible work hours

12. When someone holds a negative attitude toward minorities, this is an example of _______. When a team leader with a negative attitude toward minorities makes a decision to deny advancement opportunities to a Hispanic team member, this is an example of __________.
    (a) discrimination, prejudice
    (b) emotional intelligence, social capital
    (c) performance efficiency, performance effectiveness
    (d) prejudice, discrimination

13. Trends in the new workplace include which of the following?
    (a) More emphasis by managers on giving orders.
    (b) More attention by organizations to valuing people as human assets.
    (c) Less teamwork.
    (d) Less concern for work–life balance among the new generation of workers.

14. The manager's role in the "upside-down pyramid" view of organizations is best described as providing __________ so that workers can directly serve __________.
    (a) direction, top management
    (b) leadership, organizational goals
    (c) support, customers
    (d) agendas, networking

15. The management function of __________ is being performed when a retail manager measures daily sales in the women's apparel department and compares them with daily sales targets.
    (a) planning
    (b) agenda setting
    (c) controlling
    (d) delegating